MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

BMH2034 – MANAGING HUMAN RESOURCES

(All Sections/Groups)

17 OCTOBER 2019

9:00am – 11:00am

(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **THREE (3)** pages with 4 questions.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

KUALA LUMPUR (January 10, 2019): Some 20,000 bank employees consisting of clerical and non-clerical categories from 20 banks will receive salary adjustment of 10 to 12 per cent, said the Malayan Commercial Banks' Association (MCBA). MCBA president Nora Abd Manaf said the salary adjustment was effective Jan 1, 2018 and the staff will receive their salary adjustment by month-end.

"We have 20 banks, hence, it is up to them. But I assure it will be done by end of this month," she said at a press conference after the signing of a new collective agreement (CA) for the period from Jan 1, 2018 to Dec 30, 2020. She also said that the cost of living allowance payable is raised from RM400 to RM600 effective Jan 1, 2019.

Apart from the salary adjustment, the starting salary for different employee groups covered by the CA will move up by 12 to 16 per cent with their maximum salary raised by 16 per cent. "Another significant benefit under the new CA is that all member banks have agreed to grant zero per cent interest rate for the first RM100,000 staff housing loan starting April 1, 2019," she said.

"This benefit will raise the disposable income of the employees, especially the B40 (Bottom 40 per cent household income group) category and will also support the government's effort to increase home ownership among low income communities," she said. Apart from the salary adjustment, the new CA will also provide enhancement to selected existing employment benefits, with an increase in monetary value of between 10 per cent and 50 per cent.

"These existing benefits are designed to cover a wide range of items catering to employees' needs at different stages of life, such as 10 working days for marriage leave, reimbursement of delivery charges up to RM1,500 for two confinements and many more," she said.

Source : https://www.nst.com.my/business/2019/01/449243/bank-staff-gets-pay-rise-between-10-12-cent

(a) In establishing strategic pay plans, what are the **FIVE (5)** basic factors human resource managers need to consider in determining pay rates?

(15 marks)

(b) Propose **FOUR (4)** additional employee benefits that banks could provide to the employee. Justify your answer.

(10 marks)

(Total: 25 marks)

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QUESTION 2

(a) In order to be successful in identifying top talent and attracting a diverse population, managers must be creative. The most important piece is using organization's creativity to develop a sourcing strategy targeted to a diverse population. List down **FIVE (5)** advantages and **FIVE (5)** disadvantages of using internal recruitment in organization.

(10 marks)

(b) An industrial psychologist usually conducts the validation study. The human resource department coordinates the effort. The supervisor's role is just to make sure that the job's human requirements and performance standards are clear to the psychologist. But in practice, anyone using tests (or test results) should know something about validation. Explain the **FIVE (5)** process of validation.

(15 marks)

(Total: 25 marks)

QUESTION 3

(a) Briefly discuss the **THREE (3)** steps Prof. Kurt Lewin proposed model for implementing change with minimal resistance.

(15 marks)

(b) About 41% of companies in one survey tested applicants for basic skills (defined as the ability to read instructions, write reports, and do arithmetic). About 67% of the respondents required employees to take job skills tests, and 29% required some form of psychological measurement (Wolf and Jenkins, 2006). List and describe **TWO (2)** tests used for employee selection, and explain how to use them.

(10 marks)

(Total: 25 marks)

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QUESTION 4

(a) Job analysis is the procedure through which you determine the duties of the positions and the characteristics of the people to hire for them. The information collected through a job analysis is used help manage all aspects of an effective HR program. Discuss **FIVE (5)** methods of collecting job analysis information.

(15 marks)

(b) Stephanie manages the accounting department at an advertising agency. She needs to conduct performance appraisals for the eight employees in her department. As a HR manager, brief her on **FOUR (4) types** of performance appraisal interview and how to handle it.

(10 marks)

(Total: 25 marks)

End of Paper.